

**KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION  
ACADEMIC & STRATEGIC INITIATIVES COMMITTEE**



January 26, 2026 – 10:00 AM ET

Virtual meeting: <https://us02web.zoom.us/j/89129396618>

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**I. Call to Order & Roll Call**

**II. CPE President Update**

**III. Action Items**

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**V. Other Business**

**VI. Adjournment**

*Next meeting: March 30, 2026 @ 10am ET*

## MEETING MINUTES

*To be reviewed and approved by the Committee on January 26, 2026*

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Who: Kentucky Council on Postsecondary Education  
Meeting Type: Academic and Strategic Initiatives Committee  
Date: November 3, 2025  
Time: 10:00 a.m. ET  
Location: Virtual Meeting via ZOOM Webinar

### CALL TO ORDER

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The Academic & Strategic Initiatives Committee met Monday, November 3, 2025, at 10:00 a.m., ET. The meeting occurred virtually via ZOOM webinar. Committee Chair Karyn Hoover presided.

### ROLL CALL

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There was a quorum of 5 voting Council members in attendance.

- Dr. Kellie Ellis – attended
- Dr. Meredith Figg –attended
- Sean Garber – did not attend
- Karyn Hoover – attended
- LaDonna Rogers - attended
- Kevin Weaver - attended

Additionally, three other Council members attended as non-participants:

- Jai Bokey
- Dennis Repenning
- Michael Wheeler

CPE President Aaron Thompson served as secretary of the board, per the CPE Bylaws. Heather Faesy, CPE program manager, served as recorder of the meeting minutes.

### CPE PRESIDENT UPDATE

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Dr. Aaron Thompson, CPE President, provided a brief update to the Committee that focused on his recent discussions with legislators regarding the upcoming budget session and the emphasis the Council has placed on developing out the Graduate Profile in all programs on campuses.

### APPROVAL OF THE MINUTES

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The minutes of the September 8, 2025, committee meeting were approved as presented.

## INITIATIVE SPOTLIGHT: ADULT LEARNERS AND ENROLLMENT GROWTH

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The following three members of the Council staff presented an update on the Council's efforts to drive enrollment growth of non-traditional students and review recent outcomes:

- Ms. Tracy Teater, Associate Director of Adult Learner Initiatives
- Dr. Chris Ledford, Director of Data and Advanced Analytics
- Ms. Anushka Karki, Intern for Data and Advanced Analytics

Kentucky identifies adult learners as individuals aged 25-64 who are pursuing postsecondary education. Many juggle work, family responsibilities and other life commitments, making it challenging for them to enroll, persist and complete their educational goals. Over the last several years, the Council has increased its focus on this special population by promoting:

- Credit for Prior Learning
- Seamless Transitions from Adult Education
- Support for Justice-Impacted Students
- Support for Parenting Students

After years of adult enrollment declines, these statewide strategies are beginning to reverse the trend. The inclusion of an adult learner premium in Kentucky's performance-based funding distribution model is also incentivizing campuses to become more adult-friendly.

## PROPOSED NEW ACADEMIC PROGRAMS

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Ms. Sheila Brothers, CPE's Senior Director of Academic Excellence, introduced three new academic programs for review and approval. KRS 164.020 (15) empowers the Council on Postsecondary Education to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate and professional degree, certificate or diploma programs in the public postsecondary education institutions.

Council staff reviewed the proposed programs and recommended approval.

1. Kentucky State University – Master of Science, Sports Analytics (CIP 31.0504)

Presented by: Dr. Patrese Nesbitt, Assistant Professor, Faculty Senate President

- The 30-credit hour program is a one-year, fully online program that will train students in advanced data analysis, business management and communication skills tailored to the sports industry. The curriculum will combine academic theory and applied industry practice, preparing graduates to approach various challenges in the sports industry using exercise prescription, fan engagement, revenue generation, injury prevention and health disparity forecasting.

MOTION: Dr. Ellis moved the Committee endorse for final Council approval the proposed program from Kentucky State University. Ms. Rogers seconded the motion.

VOTE: The motion passed.

2. University of Kentucky – Bachelor of Science, Applied Economics (CIP 45.0602)

Presented by: Dr. Darkshak Patel, Assistant Professor of Economics and Director of Undergraduate Studies

- The 120-credit hour program will provide graduates with a solid foundation in economic theory, advanced training in econometrics and statistical analysis and practical experience in applied research and data analysis. It will offer a more rigorous analytical focus and advanced qualitative skills than the university's existing bachelor's program in economics, and equip students with in-demand analytical, econometric and data science skills needed across various industries.

3. University of Kentucky – Bachelor of Science, Artificial Intelligence (CIP 11.0102)

Presented by: Dr. Zongming Fei, Professor of Computer Science

- The 120-credit hour program will provide students with the skills for building, evaluating and using artificial intelligence (AI) systems, which learn from data and interactions, reason with knowledge acquired and make decisions and take actions to solve real world problems. Students will learn core AI concepts and techniques, including knowledge representation, logic systems and automated reasoning, neural networks, machine learning, intelligent agents, planning, natural language processing, computer vision and AI ethics allowing for a comprehensive education that will be applicable in a wide variety of fields and professions.

MOTION: Ms. Rogers moved the Committee endorse for final Council approval the two proposed programs from the University of Kentucky. Mr. Weaver seconded the motion.

VOTE: The motion passed. Dr. Figg abstained from the vote.

## **KCTCS PROGRAMS APPROVED BETWEEN SEPT-NOV 2025**

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KRS 164.020 (15) mandates that the Council expedite the approval of requests from KCTCS for new programs of a vocational/technical and occupational nature. Ms. Brothers presented the one new program reviewed and approved by the Council between September and November 2025. No action was required from the Committee.

- Gateway Community and Technical College - Associate of Applied Science, Medical Laboratory Technician (CIP 51.1004)

## **HEALTHCARE CAREER SUMMER BRIDGE PROGRAM OUTCOMES**

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Ms. Michaela Steverson, Program Manager of Healthcare Workforce Initiatives discussed the outcomes of grants awarded to 12 institutions to support summer bridge programs that expose high school students to healthcare careers and related postsecondary opportunities.

These grants provided high school students with hands-on experiences, foster interest in healthcare professions and equip students with the academic, social, and career-readiness skills needed to succeed in postsecondary healthcare programs. Highlights reported included increased hands-on experiences, support for first-generation students, and college credit opportunities. Select programs offered participants the chance to earn CPR, First Aid, and Stop the Bleed certifications, equipping them with practical, career-relevant credentials to enhance their readiness for future clinical experiences.

Ms. Steverson also invited Council members to attend the upcoming Healthcare Workforce Collaboratory taking place on December 9, where some of the award recipients will be in attendance.

## **ADJOURNMENT**

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The Academic & Strategic Initiatives Committee adjourned at 11:15 a.m., ET.

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|                       |   |
|-----------------------|---|
| <b>TOPIC/TITLE:</b>   | Proposed New Academic Programs  |
| <b>STAFF CONTACT:</b> | Sheila Brothers, MPA<br>Senior Director of Academic Excellence                  |
| <b>TYPE/REQUEST:</b>  | <input checked="" type="checkbox"/> Action <input type="checkbox"/> Information |

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**SUMMARY OF ACTION REQUESTED**

Council staff recommends the Committee endorse for Council approval the following proposed new academic programs:

1. University of Kentucky – B.A., Film and Sonic Art (CIP 50.0602)
2. Kentucky State University – B.S., Aquatic Science (CIP 26.1304)
3. Kentucky State University – B.A., Public Policy (CIP 44.0501)
4. Kentucky State University – M.P.H., Master of Public Health in Nutrition (CIP 51.2207)
5. Murray State University – D.V.M., Doctor of Veterinary Medicine (CIP 01.8001)

The university-submitted documentation has been included in your agenda packets for review.

**APPLICABLE STATUTE(S), REGULATION(S), CPE POLICIES**

- KRS 164.020 (15) empowers the Council on Postsecondary Education to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate, and professional degree, certificate, or diploma programs in the public postsecondary education institutions.
- KRS 164.295 (2) (b) permits comprehensive universities to offer doctoral programs, including but not limited to Doctor of Philosophy degree programs, advanced practice doctoral degree programs, and doctoral degree programs for professional practice and licensure.
- KRS 164.295 (3) (a) – (c) provides the standards a comprehensive university must maintain to be eligible to submit a proposal for a new doctoral program.
  - a) A first to second year retention rate in at least two (2) of the last three (3) years:
    1. In the seventy-fifth percentile of all comprehensive universities nationally; or
    2. In the eightieth percentile of all comprehensive universities within states that are members of the Southern Regional Education Board;

- b) A six (6) year graduate rate for bachelor's degrees in at least two (2) of the last three (3) years:
  - a. In the seventy-fifth percentile of all comprehensive universities nationally; or
  - b. In the eightieth percentile of all comprehensive universities within states that are members of the Southern Regional Education Board; and
- c) Sufficient unrestricted cash reserves and short-term investments to cover the institution's total operating and nonoperating expenses for three (3) months as calculated from the prior fiscal year's audited financial statement.

## **APPROVAL PROCESS**

The four proposed bachelor's and master's degrees were originally submitted prior to September 2025 and thus followed the prior approval process as described:

- Universities requested student and market demand information from Council staff and then submitted a Notification of Intent (NOI) to propose a new program.
- NOIs were reviewed on a monthly basis by public postsecondary chief academic officers, who were encouraged to offer comments.
- Universities submitted the program proposal for Council staff review.
- Universities received approval from their governing boards to offer the program.
- Programs vetted by Council staff were placed on an ASI Committee agenda.

The DMV program was submitted after the approval of the [program approval policy](#) as approved by the Council on September 11. Details regarding that process can be found at the provided link.

## PROPOSED PROGRAM SUMMARY

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|                             |                        |
|-----------------------------|------------------------|
| <b>Institution:</b>         | University of Kentucky |
| <b>Program Name:</b>        | Film and Sonic Art     |
| <b>Degree Designation:</b>  | Bachelor of Arts       |
| <b>CIP Code:</b>            | 50.0602                |
| <b>Credit Hours:</b>        | 120                    |
| <b>Implementation Date:</b> | 8/5/2026               |

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### **PROGRAM DESCRIPTION**

The proposed program will meet the evolving needs of cinematic and sonic innovators. With a foundation that encourages both technical expertise and artistic exploration, graduates will be prepared for careers across diverse fields, including narrative, experimental, and traditional filmmaking, animation and visual effects, sound design, and audio production. The program's flexibility will allow students to create a custom educational pathway tailored to their individual creative interests and career goals in film and sound production.

As a result of this program, graduates will be able to:

- Critically analyze and interpret film, audio, and multimedia works through aesthetic, cultural, and socio-political lenses;
- Contextualize their creative work within global and local traditions;
- Collaborate and lead in cinematic and sonic spaces; and
- Effectively communicate ideas through cinematic and sonic content creation.

The program will give students hands-on experience in filmmaking, sound design, and media arts while encouraging critical thinking and creative problem-solving. By combining theory with practice, students will develop the skills needed to thrive in a rapidly changing media landscape. In addition to offering instruction in movie and music production, the program will equip students with the tools to shape culture, tell compelling stories, and contribute to the creative economy.

### **Connection to Other Programs**

This program will incorporate coursework from the School of Art and Visual Studies, the School of Music, the Department of Theatre and Dance, and the School of Journalism and Media. The program will use four courses that are already taught.

A similar film program exists at WKU, but it does not include integration of cinematic production with sound and audio engineering that UK's program will provide.



### **Academic Quality**

Selective admissions requirements will help ensure high quality students. An existing “Internship Coordinator” with relationships with local and national organizations and businesses will assist students in identifying internships for their areas of interest.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 15

Year 2 – 15

Year 3 – 20

Year 4 – 20

Year 5 – 25

### **Employment Demand**

With the introduction of a tax incentive program, Kentucky is positioning itself as an attractive destination for film and audio production. The Bureau of Labor Statistics (BLS) projects regional positions for special effects artists and animators will grow by 19% regionally and by 38% at the state level, with entry-level salaries averaging \$48,000 annually. Positions for camera operators (television, video, and film) have lower growth rates at the regional and state levels (3% and 4%, respectively) but entry-level salaries are around \$76,000.

### **Budget**

Sufficient faculty exist to launch and support the initial cohort, although additional faculty may be needed as enrollment grows. Any additional hires will be funded by student tuition revenue.

**Projected Revenue over Next Five Years (\$):**     \$ 5,141,939

**Projected Expenses over Next Five Years (\$):**     \$ 446,500



**B.A. FILM AND  
SONIC ART**

**UNIVERSITY OF  
KENTUCKY**

# PROGRAM DESCRIPTION and STRUCTURE

The B.A. in Film and Sonic Art at the University of Kentucky is a transdisciplinary undergraduate program that integrates the educational and creative resources of:

- School of Art and Visual Studies
- School of Music
- Department of Theatre and Dance
- School of Journalism and Media
- Film Studies area in the College of Arts and Science.

# PROGRAM DESCRIPTION and STRUCTURE

- Designed to **meet the evolving needs** of cinematic and sonic innovators, thinkers, and makers .
- Degree offers students the **flexibility to create a custom educational pathway** tailored to their individual creative interests and career goals in film and sound production.
- With a foundation that **encourages both technical expertise and artistic exploration**, graduates will be **prepared for careers** across diverse fields, including narrative, experimental, and traditional filmmaking, animation and visual effects, sound design, and audio production.

# Kentucky Graduate Profile

## The B.A. in Film and Sonic Art at the University of Kentucky Aligns with all CPE's 10 Essential Skills

- **Communicate effectively** (Students express and convey ideas through film and sonic productions)
- **Think critically to solve problems and create new ideas and solutions** (students engage with creative and technical problem solving)
- **Apply quantitative reasoning skills to analyze and solve numerical problems** (Film and sonic production requires technical and analytical skills )
- **Interact effectively with people** (Film and sonic productions rely heavily on interpersonal communication and teamwork to get projects completed)
- **Adapt to changing circumstances while leading and supporting others** (Film and sonic production are always fluid and require adaptability)

# Kentucky Graduate Profile

- **Perform professionally within their chosen field of study or occupation** (Students will be working on professional productions while in the program and through internships)
- **Engage in civic life to improve society** (Students engage community arts and media in many ways)
- **Collaborate and work in teams** (All film and sonic productions are collaborative and team-based)
- **Apply academic knowledge, skills and abilities to their chosen career** (Students learn to research and cultivate individual voices and interests during their time in the program)
- **Use information for decision making** (All creative and professional decisions must be well informed based on the facts surrounding their cinematic/sonic productions)

# Program Distinction

- The Film and Sonic Art degree is a *transdisciplinary degree* and by its very nature complements and supplements multiple areas of study across campus. **There is no comparable program in the state.**
- The closest correlate is the Film Program at Western Kentucky University, which is solely focused on the film industry and is housed within a single college (Communications).
- At UK, the Film and Sonic Art degree will be housed in the School of Art and Visual Studies and delivered through equal partnership with the **School of Music, Department of Theatre and Dance, the College of Communications and Media, and Film Studies faculty in the College of Arts and Sciences,** creating an integrated model that extends beyond traditional film programs.
- The degree will establish a **pathway from the BCTCS Filmmaking program** to the new Film and Sonic Art degree program at UK

## STUDENT AND MARKET DEMAND

- The Commonwealth of Kentucky has **made investments in film industry** infrastructure and tax incentives over the last few years because it is seen as a **new economic driver** for the state.
- Campus surveys indicate **strong demand** for a degree aligned with the film and audio industries in the state. To date, **20 students are already waiting** for this degree to launch, as well as continued inquiries from incoming students and parents.



# FINANCIAL SUSTAINABILITY

- The degree is **built on existing infrastructure, courses, and faculty lines**, ensuring **financial feasibility and sustainability**.
- The University of Kentucky recently received the **largest donation in its history** to build a creative innovation corridor. This **\$150 million investment** will support new facilities for existing College of Fine Arts, including **dedicated facilities to support the new film and sonic arts program**.

## PROPOSED PROGRAM SUMMARY

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|                             |                           |
|-----------------------------|---------------------------|
| <b>Institution:</b>         | Kentucky State University |
| <b>Program Name:</b>        | Aquatic Science           |
| <b>Degree Designation:</b>  | Bachelor of Science       |
| <b>CIP Code:</b>            | 26.1304                   |
| <b>Credit Hours:</b>        | 120                       |
| <b>Implementation Date:</b> | 2/1/2026                  |

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### **PROGRAM DESCRIPTION**

The proposed program will prepare students to manage and protect aquatic ecosystems. The program will focus on the study of freshwater and estuarine environments, integrating biology, chemistry, physics, and environmental science to address complex challenges in the areas of water quality, water treatment, habitat conservation, climate change, and sustainable resource management. Almost every municipality in the country has a drinking water and wastewater treatment plant, where retirements often outpace onboarding by significant margins.

As a result of this program, graduates will be able to:

- Demonstrate understanding of key concepts, theories, and practical applications related to aquatic science fields such as ecology, water chemistry, fisheries & aquaculture;
- Effectively communicate orally and in scientific writing;
- Use and interpret quantitative information presented in peer reviewed scientific journals, research and statistical analysis; and
- Conduct environmental assessments, monitor aquatic populations, and use advanced instrumentation and software.

The proposed program will be the first undergraduate program in aquatic sciences in Kentucky. The program will blend limnology, aquatic ecology, fisheries, marine biology, and aquaculture together to give students a dynamic educational experience.

### **Academic Quality**

The proposed program will incorporate all 10 Essential Skills included in Kentucky's [Graduate Profile](#) framework. Multiple secondary schools submitted letters in support of the program and the associated dual credit courses that may serve to pique secondary students' interest in the discipline.

The program will also meet the educational guidelines of the American Fisheries Society, and parts of the curriculum have been designed in consultation with the Kentucky's Department of Fish and Wildlife Resources.

### **Connection to Other Programs**

KSU is home to some of the world's leading scientists and educators in aquatic sciences and it offers a highly respected Master of Science program in aquaculture. The proposed program is expected to also enhance recruitment of students into the master's program.

This program will replace the Aquaculture Systems track in the B.S. Agriculture, Food, and the Environment.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 20

Year 2 – 40

Year 3 – 80

Year 4 – 120

Year 5 – 120

### **Employment Demand**

The Bureau of Labor Statistics (BLS) groups aquatic science positions into categories like environmental scientists and hydrologists, which are projected to grow by 6% and 5%, respectfully, in the coming years. Global aquaculture is the fastest-growing food production sector and is expected to grow by 30 – 40% by 2030, boosting demand for specialists in aquatic animal health, nutrition, and system design. Graduates from an aquatic science program can expect to find employment in federal agencies (Environmental Protection Agency, United States Department of Agriculture, Fish and Wildlife, and National Oceanic and Atmospheric Association), state and local government (state fish and wildlife offices and local divisions of water), as well as with private sector organizations (environmental consulting firms and biotech companies).

### **Budget**

Existing staff who support graduate-level advising and course material development will help support the new program. Existing faculty are sufficient to teach courses in the new program in the beginning, but additional faculty may need to be hired as the program grows. Federal grant funds will also be used to support the program.

|  |                     |
|--|---------------------|
| <b>Projected Revenue over Next Five Years (\$):</b>  | <b>\$ 4,940,000</b> |
| <b>Projected Expenses over Next Five Years (\$):</b> | <b>\$ 144,675</b>   |

# A Bachelor's Degree in Aquatic Science at KSU

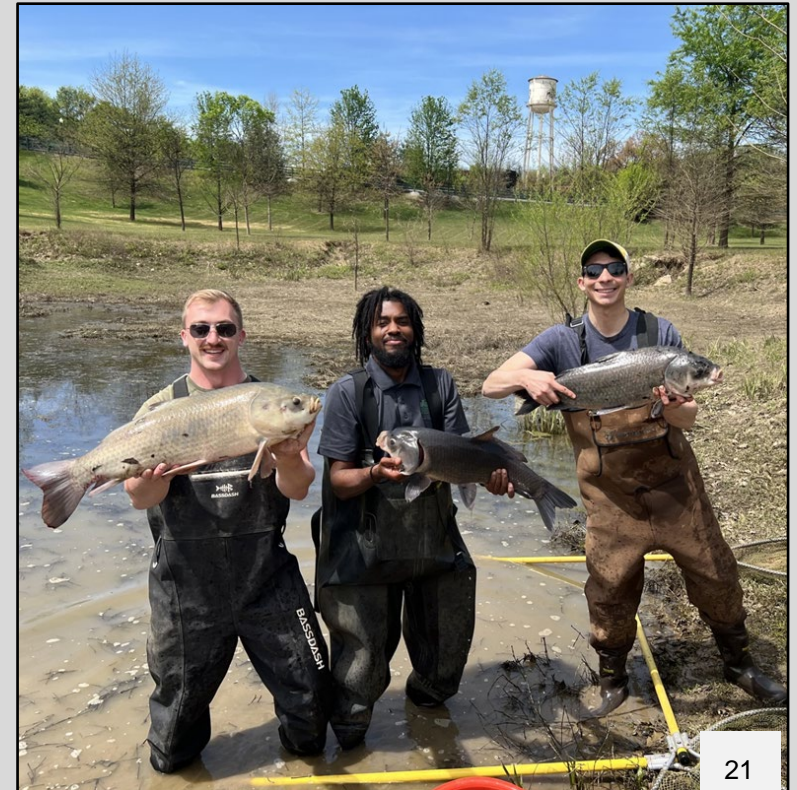


A Presentation for the Academic and Strategic Initiatives  
Committee of the CPE – January 26, 2026

Presented by **Dr. Andrew J. Ray**

# Purpose and Curriculum

- The only program of it's kind in Kentucky and one of only two programs in the region (Purdue = 2X Tuition)
- To develop the foundational knowledge and practical skills required to understand and manage aquatic ecosystems effectively.
- Study of freshwater and marine environments
- Biology, chemistry, physics, and environmental science
- Fisheries, Marine Biology, Pond Management, Facilities Management (hands on)
- Water quality, water treatment, fisheries, habitat conservation, sustainable food production, and resource management





# Structure and Resources

- Seven specialized full-time and several adjunct faculty dedicated to Aquatic Science
- Expert staff available to assist and teach as needed (M.S. Level)
- Heavily involved in research and extension (Federally Funded)
- Engage students in research
- The Aquatic Research Center
  - No place like it... huge resource





# Jobs!

- Wildlife Biologist (Fisheries, Conservation, Regulation, Hatcheries)
  - \$72,860 median salary (2024 BLS Stats)
  - 1,400 new jobs per year protecting natural resources
- Water and Wastewater Treatment
  - High-tech jobs, nearly every municipality
  - \$58,260 median salary
  - 10,700 new jobs per year protecting communities
- Biotech, Seafood Industry
- Pond Management (> 100,000 ponds in KY)
- Aquaculture (fastest growing ag. Sector)
- Marine Biology, Aquarium, Aquatic Veterinarian



# Alignment with Programs and the Graduate Profile

- School of Engineering and Tech.
  - Hydraulic Power, Water Treatment Engineering, Fluid Dynamics
- Biology (Aquatic Ecology Course), Physics, Math, Chemistry, Criminal Justice? – Conservation Officers!
  - Microbiology, Genomics, Internships in Industry, Hands-on Experience
- Addresses **all 10 of the Essential Skills** – Science-based curriculum yes, and...
- Communication – symposiums, conferences
- Critical/Creative Thinking – water quality dynamics, proposal development
- Quantitative Reasoning – laboratory calculations
- Interpersonal Relations – Integrated community (ARC Campus)



# The 10 Essentials

- Adaptability and Leadership – Student organizations, independent projects
- Professionalism – Scientific Code of Ethics
- Civic Engagement – Posters @ Capital, Legislative Fish Fry
- Collaboration – Work across research labs
- Knowledge Application – Hands-on design and implementation
- Information Literacy – Make critical decisions... with consequences (animal health)





# Thank You!



## PROPOSED PROGRAM SUMMARY

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|                             |                           |
|-----------------------------|---------------------------|
| <b>Institution:</b>         | Kentucky State University |
| <b>Program Name:</b>        | Public Policy             |
| <b>Degree Designation:</b>  | Bachelor of Arts          |
| <b>CIP Code:</b>            | 44.0501                   |
| <b>Credit Hours:</b>        | 120                       |
| <b>Implementation Date:</b> | 7/1/2026                  |

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### **Program Description**

The program will equip students with a comprehensive understanding of public policy, policy-making processes, governance, and governmental relations. With a focus on critical thinking, analytical skills, and ethical decision-making, graduates will be prepared to engage with public institutions, advocate for policy change, and contribute to the development of informed and innovative solutions in both public and private sectors. The program will prepare students for careers in public affairs, advocacy, non-profit leadership, consultancy, administration and other roles that contribute to the effective formulation and implementation of public policy.

As a result of this program, graduates will be able to:

- Develop a comprehensive understanding of the legislative processes of public policy and government structures;
- Encourage innovative approaches to policy challenges and solutions for societal issues;
- Participate in and contribute to the policy process; and
- Articulate and apply a public service perspective.

### **Connection to Other Programs**

This re-opening of KSU's previous Bachelor of Arts in Public Administration program is one of the objectives of KSU's Management Plan. The redesign includes content in political science, public policy, government affairs, and global governance. The program makes use of nine existing political science courses and allows students to double major in political science.

A similar program exists at the University of Kentucky (UK). While UK's program has a notable emphasis on preparing students for entrance into law school, KSU's focuses on governmental public affairs and public policy.

### **Academic Quality**

The proposed program will assess its student learning outcomes through signature assignments that directly measure mastery of the [10 Essential Skills](#) at milestone and capstone levels.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 15  
Year 2 – 30  
Year 3 – 45  
Year 4 – 60  
Year 5 – 75

### **Employment Demand**

Graduates will be prepared for careers in public policy research and analysis, urban administration, and non-profits and non-governmental organizations. At the regional level, the Bureau of Labor Statistics predicts regional employment growth in the range of 2.5% in the coming years, with an average wage of \$73,516 and approximately 300 open positions.

### **Budget**

The program is projected to generate substantial revenue, with the projection based on a conservative estimate of 15 students per year, each taking 24 credit hours annually at a rate of \$475 per credit hour, plus an estimated flat fee of \$50 per student per term.

|  |                     |
|--|---------------------|
| <b>Projected Revenue over Next Five Years (\$):</b>  | <b>\$ 7,156,250</b> |
| <b>Projected Expenses over Next Five Years (\$):</b> | <b>\$ 1,206,000</b> |





# KENTUCKY STATE UNIVERSITY

Bachelor of Arts in Public Policy

# Purpose of the Program

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- Develop leaders for public, government, nonprofit, and civic sectors
- Build strong analytical, communication, and policy-making skills
- Equip students to participate effectively in legislative and regulatory processes
- Foster civic engagement and a public-service mindset

# Curriculum Structure & Distinctive Elements

- **Core Courses (15 credits):**

- PUB 111 Survey of Public Policy
- PUB 225 Urban Theory in Modern American Cities
- PUB 245 Public Policy Legislative & Regulatory Processes
- PUB 390 Models of Public Policy-Making
- PUB 440 Diplomacy & Leadership

**REQUIRED ELECTIVE (6 HOURS) 300-400 Level**

- PUA 304 Comparative Administrative Systems and Policies
- PUA 305 Contemporary Public Policy Issues

**Specialization**

**Government and Public Affairs (6 HOURS)**

PUA 402 Human Resource Management in Public Agencies

PUA 499 Senior Seminar in Public Administration

- **Capstone:** PUA 499 Senior Seminar in Public Administration

- **Distinctive Features:**

- Applied learning through simulations, case studies, and policy labs
- Faculty expertise in public administration, urban systems, and government relations
- Guest practitioners and adjuncts from state agencies

# Alignment with the Kentucky Graduate Profile

- The program strengthens:
  - Critical thinking & problem solving
  - Civic & global engagement
  - Professional communication
  - Collaboration & teamwork
  - Ethical leadership & public-service orientation
- Being mapped intentionally to the **10 Essential Skills** expected of Kentucky graduates.



# Complementarity with KSU & Statewide Programs

- Complements Political Science and Criminal Justice
- Creates pathways into the other graduate programs within the School of Criminal Justice and Government Relation
- Enhances KSU's public-service mission as the state's capital-city institution
- Fills a statewide gap: few Kentucky institutions offer a BA focused on **policy + government relations**

# Student & Market Demand

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- Growing regional need for:
  - Policy analysts
  - Public managers
  - Legislative aides
  - Urban and regional planners
  - Nonprofit and NGO leaders
- Students increasingly seek programs tied to public service, social justice, and civic leadership.

# Financial Sustainability

- Less than 25% curricular change enables immediate launch
- Uses existing faculty capacity; adjuncts supplement as needed
- Low startup costs (LMS modules, classroom tech, standard texts)
- Strong enrollment potential and long-term scalability
- Positioned to generate stable revenue and strengthen KSU's academic portfolio



# KENTUCKY STATE UNIVERSITY

Learn more: [kysu.edu](https://kysu.edu)

## PROPOSED PROGRAM SUMMARY

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|                             |                                      |
|-----------------------------|--------------------------------------|
| <b>Institution:</b>         | Kentucky State University            |
| <b>Program Name:</b>        | Master of Public Health in Nutrition |
| <b>Degree Designation:</b>  | Master of Public Health              |
| <b>CIP Code:</b>            | 51.2207                              |
| <b>Credit Hours:</b>        | 46                                   |
| <b>Implementation Date:</b> | 7/1/2026                             |

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### **PROGRAM DESCRIPTION**

The program will prepare students to plan, manage, and evaluate public health care services in public agencies, the private sector, and other settings. The program includes instruction in epidemiology, biostatistics, public health principles, preventive medicine, health policy and regulations, health care services and related administrative functions, public health law enforcement, health economics and budgeting, public communications, and professional standards and ethics.

As a result of this program, graduates will be able to:

- Incorporate interdisciplinary knowledge from all public health domains, such as epidemiology, biostatistics, and health policy, to design effective interventions across various sectors;
- Use epidemiological tools and data analysis to identify, assess, and address population health challenges, focusing on disease prevention and health promotion;
- Create and implement public health messaging strategies that improve health literacy, engage diverse populations, and promote positive health behaviors; and
- Promote policies and practices that improve access to healthcare and address social determinants of health, reducing health inequities in vulnerable populations.

A particularly distinctive feature of the program is its integration of a nutrition component, which adds a critical layer to public health training. By incorporating nutrition science into the broader public health framework, students will gain the ability to address issues that are particularly relevant to vulnerable populations, such as chronic disease prevention, food insecurity, and dietary health disparities.

### **Academic Quality**

KSU will seek accreditation from the Council on Education for Public Health (CEHP). KSU will use partnerships with local health departments, nonprofit organizations, and state agencies to provide students with applied practice experiences aligned with workforce demands and Kentucky's public health priorities.

### **Connection to Other Programs**

Undergraduate students at KSU in nursing, exercise science, psychology, and family and consumer sciences have expressed interest in graduate-level pathways in health and nutrition. In addition, KSU expects cross-collaboration with the proposed program and the existing MSW Social Work. Although similar programs exist in the state, KSU's program stands out with its focus on nutrition.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 20

Year 2 – 20

Year 3 – 30

Year 4 – 30

Year 5 – 40

### **Employment Demand**

Labor market projections from the Bureau of Labor Statistics (BLS) show sustained growth in roles such as public health nutritionist, epidemiologist (nutrition), community health leader, and wellness coordinator, with median salaries ranging from \$70,000–\$85,000. Similar projections suggest 4% regional growth in nutritionist and health services manager positions, with 5% growth at the state level.

### **Budget**

Adjunct faculty will be hired to help support the program. Gradual increases in operational costs are expected to be offset by student tuition revenue.

**Projected Revenue over Next Five Years (\$):**     \$ 2,100,000

**Projected Expenses over Next Five Years (\$):**     \$   389,854



**KENTUCKY STATE  
UNIVERSITY**

Master's of Public Health in Nutrition

# Master's of Public Health in Nutrition-Overview

- **Program's Description**
  - Empowers students to critically assess, manage, and develop impactful health programs that enhance the health and nutrition of various stakeholders, in all sectors.
- **Curriculum Structure**
  - 46 Credit Hours, 100% online (8 week Model)
  - Starting in the Summer
- **CIP Code:** 51.2207
- **Courses:** Intro to Public Health, Biostatistics and Data Analysis, Epidemiology, Health Communication, Behavioral Health Analysis, Multisector Leadership, Research and Grant Writing, Lifespan Nutrition, Intro to Funding Mechanisms, Integrated Learning Experience, Community Nutrition, Food and Nutrition and Policy Ethics, Nutrition Epidemiology, Food, Mood, and Public Health, Maternal and Child Nutrition, and Capstone



# Masters of Public Health in Nutrition-Overview

- Alignment with the needs of Kentucky's Workforce, fulfilling about 3,463 job across the Commonwealth.
- **Program's relationship to other programs**
  - Complements all KYSU Bachelor Degree programs
- Only program in the Commonwealth to have an MPH Nutrition-Centered Curriculum
  - Community Driven to address needs among various stakeholders.
- **CEPH-Aligned**
  - Progress toward Accreditation from CEPH
  - Integrated Learning Experience Course

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# Feedback? Questions?



# KENTUCKY STATE UNIVERSITY

Learn more: [kysu.edu](https://kysu.edu)

## PROPOSED PROGRAM SUMMARY

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|                             |                               |
|-----------------------------|-------------------------------|
| <b>Institution:</b>         | Murray State University       |
| <b>Program Name:</b>        | Doctor of Veterinary Medicine |
| <b>Degree Designation:</b>  | DVM                           |
| <b>CIP Code:</b>            | 01.8001                       |
| <b>Credit Hours:</b>        | 170                           |
| <b>Implementation Date:</b> | 8/1/2027                      |

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### **Program Description**

The proposed program will be the first Doctor of Veterinary Medicine program in Kentucky. As opposed to a traditional education model where students complete clinical rotations at an institutionally owned and operated site, the program will use a distributed education model. Fourth-year students will engage in clinical rotations through various individual veterinary clinics and practices, including Murray State's Breathitt Veterinary Center. This model was used by the last six schools of veterinary medicine to be accredited by the American Veterinary Medical Association (AVMA).

As a result of this program, graduates will be able to:

- Demonstrate critical thinking and problem solving to arrive at evidence-based decisions that consider animal and client needs, available resources, and social context;
- Perform preventive, diagnostic, medical, and surgical procedures for the health, wellness, and treatment of animals, appropriate to the context and life stage;
- Design and implement programs in herd and flock health, disease prevention, and control to improve the health, welfare and productivity of animal populations; and
- Communicate and collaborate effectively with diverse clients, colleagues, other healthcare professionals, and the public.

### **Connection to Other Programs**

Over 560 students were enrolled in Murray's pre-veterinary and veterinary technology and animal health in Fall 2024. These long-standing programs are supported by extensive animal health facilities that include: the Carman Pavilion (home of Murray's pre-vet program), Rudolph Equine Education Center; the west, north, and Eagle Rest farms; the Tosh swine facility; and Breathitt Veterinary Center, which is one of only 23 "Level One" diagnostic laboratories in the nation. Murray State's farms are home to Angus, equine, and swine herds that are used for instruction and research purposes.

### **Academic Quality**

The proposed program will seek accreditation by the American Veterinary Medical Association.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 80

Year 2 – 180

Year 3 – 280

Year 4 – 380

Year 5 – 400

### **Employment Demand**

Clients of Murray's Breathitt Veterinary Center have cited the need for more rural veterinarians. The Bureau of Labor Statistics projects 2% growth in DVM positions and graduates can expect an entry level salary of \$72,729. Between 2023 and 2033, the Kentucky Center for Statistics projects Kentucky will have 652 veterinarian job openings.

### **Budget**

Murray State anticipates needing to hire approximately 45 faculty over a four-year period as the program progresses and enrollment grows. Some faculty will be hired directly for the DVM program, while others will be hired to replace existing faculty who have moved internally to the DVM program.

**Projected Revenue over Next Five Years (\$):**      \$ 75,633,433

**Projected Expenses over Next Five Years (\$):**      \$ 67,909,194

# Comprehensive University Eligibility to Offer Doctoral Programs – KRS 164.295

- A first to second year retention rate in at least two (2) of the last three (3) years:
  - In the 75th percentile of all comprehensive universities nationally; or
  - In the 80th percentile of all comprehensive universities within states that are members of the Southern Regional Education Board;
- A six (6) year graduate rate for bachelor's degrees in at least two (2) of the last three (3) years:
  - In the 75th percentile of all comprehensive universities nationally; or
  - In the 80th percentile of all comprehensive universities within states that are members of the Southern Regional Education Board; and
- Sufficient unrestricted cash reserves and short-term investments to cover the institution's total operating and nonoperating expenses for three (3) months as calculated from the prior fiscal year's audited financial statement



# Murray State University - Student Success Metrics

## Analysis of Criteria Required for Eligibility to Submit Proposals for New Doctoral Programs to CPE (2025 RS SB 77)

**Criterion: A first-to-second year retention rate in at least two (2) of the last three (3) years:**

- 1) In the seventy-fifth (75th) percentile of all comprehensive universities nationally; or
- 2) In the eightieth (80th) percentile of all comprehensive universities within states that are members of the Southern Regional Education Board (SREB)

| First to Second Year Retention Rate |                           |                     |                          |                      |                     |                          |                      |                     |                          |                      |
|-------------------------------------|---------------------------|---------------------|--------------------------|----------------------|---------------------|--------------------------|----------------------|---------------------|--------------------------|----------------------|
| Institution Name                    | Currently Meets Criterion | 2023 Reporting Year |                          |                      | 2022 Reporting Year |                          |                      | 2021 Reporting Year |                          |                      |
|                                     |                           | Institutional Rate  | 75th Percentile National | 80th Percentile SREB | Institutional Rate  | 75th Percentile National | 80th Percentile SREB | Institutional Rate  | 75th Percentile National | 80th Percentile SREB |
| Murray State University             | Yes                       | 76.1%               | 77%                      | 76%                  | 77.4%               | 76%                      | 76%                  | 74.7%               | 75%                      | 74%                  |

**Criterion: A six (6) year graduation rate for bachelor's degrees in at least two (2) of the last three (3) years:**

- 1) In the seventy-fifth (75th) percentile of all comprehensive universities nationally; or
- 2) In the eightieth (80th) percentile of all comprehensive universities within states that are members of the Southern Regional Education Board (SREB)

| Six Year Graduation Rate (150%) |                           |                     |                          |                      |                     |                          |                      |                     |                          |                      |
|---------------------------------|---------------------------|---------------------|--------------------------|----------------------|---------------------|--------------------------|----------------------|---------------------|--------------------------|----------------------|
| Institution Name                | Currently Meets Criterion | 2023 Reporting Year |                          |                      | 2022 Reporting Year |                          |                      | 2021 Reporting Year |                          |                      |
|                                 |                           | Institutional Rate  | 75th Percentile National | 80th Percentile SREB | Institutional Rate  | 75th Percentile National | 80th Percentile SREB | Institutional Rate  | 75th Percentile National | 80th Percentile SREB |
| Murray State University         | Yes                       | 62.9%               | 56%                      | 52%                  | 61.7%               | 55%                      | 52%                  | 56.0%               | 56%                      | 52%                  |

Source: Integrated Postsecondary Education Data System (IPEDS), National Center for Education Statistics

# Murray State University - Unrestricted Cash Reserve Calculation

Figures sourced from institution provided Moody's Liquidity Worksheet and FY 2025 Audited Financial Statements:

|                       |   |
|-----------------------|---|
| \$ 101,402,000        | Unrestricted Operating Funds that can be Liquidated, Settled, and Accessed Within 1 Month |
| <b>\$ 101,402,000</b> | <b>Total Unrestricted Cash &amp; Short-term Investments (Numerator)</b>                   |

|                       |  |
|-----------------------|--|
| \$ 205,929,000        | Total Operating Expenses   |
| \$ (3,463,000)        | Less GASB 68 pension benefit                                     |
| \$ 5,086,000          | Less GASB 75 OPEB pension benefit                                |
| \$ (14,755,000)       | Less Depreciation & Amortization                                 |
| \$ 5,620,000          | Total Nonoperating Expenses                                      |
| <b>\$ 198,417,000</b> | <b>Total Operating &amp; Nonoperating Expenses (Denominator)</b> |

|                |  |   |    |   |   |
|----------------|--|---|----|---|---|
| \$ 101,402,000 | Total Unrestricted Cash & Short-term Investments |   |    |   |   |
| \$ 198,417,000 | Total Operating & Nonoperating Expenses          | X | 12 | = | 6.13 Months of available unrestricted funds |

*All figures rounded to the nearest \$1,000*

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|                |   |
|----------------|---|
| TOPIC/TITLE:   | KCTCS Programs approved between Nov. 2025 – Jan. 2026                           |
| STAFF CONTACT: | Sheila Brothers, MPA<br>Senior Director of Academic Excellence                  |
| TYPE/REQUEST:  | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information |

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### **SUMMARY OF TOPIC**

Council staff has reviewed and approved the following program. No further action is needed.

- Bluegrass Community and Technical College - Associate of Applied Science, Water Resource Technology (CIP 15.0506)

### **APPLICABLE STATUTE(S), REGULATION(S), CPE POLICIES**

- KRS 164.020 (15) empowers the Council to define and approve the offering of all technical, certificate, diploma, associate, baccalaureate, graduate, and professional degree at public postsecondary institutions. It also mandates that the Council expedite the approval of requests from KCTCS for new programs of a vocational-technical and occupational nature.

### **APPROVAL PROCESS**

Associate degree programs of a vocational/technical/occupational nature (i.e. AAS) undergo the following process for approval:

- KCTCS posts a proposal to the program approval system. Institutions and Council staff have 30 days to respond.
- If no issues are identified, the program is approved by Council staff and reported as an information item to the Council.
- If issues are identified, the institution addresses those through the program approval system, and the review period is extended. Once the issues are resolved, the program is approved by Council staff and reported as an information item at the next Council meeting.

### **SUMMARY OF PROGRAM APPROVED**

1. Bluegrass Community and Technical College - Associate of Applied Science, Water Resource Technology (15.0506)

The program equips students as the trained workforce needed for water and wastewater handling facilities and associated infrastructure. There are no similar credit-bearing

programs in the region, and the program will be offered online. Students will be paired directly with potential in-state employers and will be marketed to both high-school students and adult learners. All [10 Essential Skills](#) are included in the program.

|                |   |
|----------------|---|
| TOPIC/TITLE:   | Fall 2025 Final Enrollment Update   |
| STAFF CONTACT: | Chris Ledford, Director of Data and Advanced Analytics                          |
| TYPE/REQUEST:  | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information |

### **SUMMARY OF TOPIC AND/OR ACTION REQUESTED**

Staff will provide final enrollment statistics for the Fall 2025 semester at Kentucky's public and private colleges and universities.

### **SUPPORTING INFORMATION**

Objective 4 of Kentucky's statewide strategic agenda describes the state's priority to increase college-going rates and enrollment in postsecondary education. One way this is measured is by the key performance indicator of:

- Undergraduate Enrollment: Total unduplicated number of students who enroll in an undergraduate program in an academic year, either full-time or part-time.

Link: [Dashboard for Undergraduate Enrollment](#) (will be updated after all enrollment files are loaded)

### **ENROLLMENT STATISTICS**

- Total enrollment across all sectors increased by 3.3%, growing from 271,968 in Fall 2024 to 281,050 in Fall 2025.
- Total undergraduate enrollment grew by 4.6%, driven by:
  - Undergraduate adults (+6.8%)
  - First-time undergraduate adults (+12.9%)
  - First-time undergraduates (+3.7%)
- Graduate enrollment declined by 1.8%, decreasing from 52,310 to 51,395.
- Dual enrollment increased by 6.2% across all sectors, reflecting growth in early postsecondary participation.

## **WHY THIS MATTERS**

Growth in first-time undergraduate, adult, and dual enrollment signals strong momentum for future postsecondary enrollment and credential production. Increases among adult learners—especially first-time adult students—highlight an important opportunity, as Kentucky has a large population of adults with no prior college experience. Sustaining these enrollment gains will be critical to meeting workforce needs and achieving Kentucky’s 60x30 postsecondary attainment goal.

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|                 |  |
|-----------------|--|
| TOPIC/TITLE:    | Workforce Development in Film Industry   |
| STAFF CONTACTS: | Leslie Sizemore, Vice President of Workforce & Economic Development<br>Mary Jackson, Associate of Workforce & Economic Development |
| TYPE/REQUEST:   | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information  |

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### **SUMMARY OF TOPIC**

Staff will provide an overview of CPE's work in Kentucky's up-and-coming film and television sector.

### **SUPPORTING INFORMATION**

The Council on Postsecondary Education's (CPE) Workforce and Economic Development Unit is actively engaged with Kentucky's film and television sector through strategic partnerships, workforce research, and statewide coordination. Staff participates regularly in meetings of the Kentucky Film Commission and the Kentucky Film Education Committee and engages with the Kentucky Film Foundation to strengthen relationships with industry-aligned nonprofit and philanthropic partners. These efforts ensure CPE remains informed of workforce needs while positioning the agency as a connector between postsecondary education, workforce development, and the state's growing film and television industry.

- Career Awareness and Outreach: CPE promotes career opportunities in film and television on the statewide Futuriti website. In addition, the Career Development Officers affinity group and postsecondary advisors have been briefed on Kentucky's growing film/television sector.
- Current Focus Areas: CPE is currently researching strategies to strengthen training, credentialing, and certification pathways aligned with industry-identified needs. Central to this work is the development of a statewide asset map that identifies majors, minors, and related programs that directly or indirectly prepare students for careers in film and television.



## **CURRENT FILM PROGRAMS IN KENTUCKY**

Kentucky's postsecondary film education ecosystem is already anchored by several strong programs, including the following:

- University of Kentucky – Film, Media, and Digital Studies with strong production and media theory components
- Western Kentucky University – Nationally recognized Film and Media Arts program
- Northern Kentucky University – Media Informatics and communication-based pathways supporting production and digital media
- Bluegrass Community and Technical College – Applied, workforce-oriented film and production programming
- Asbury University – Comprehensive film and media offerings, including undergraduate majors and minors, graduate MFA and MA programs, a dedicated sound stage, industry-standard production facilities, and an ARRI Certified Film School designation

These institutions serve as core talent-development anchors and will be central to future discussions around transfer pathways, credentialing, and course sharing.

## **IDENTIFIED WORKFORCE GAPS**

Industry feedback indicates the most significant talent shortages are in the following areas:

- Post-production roles (editing, color, sound, visual effects)
- Production design
- Construction and set build teams
- Production management roles (line producers, assistant directors, production coordinators)
- Gaffers and electricians

These gaps present opportunities for targeted curriculum development, short-term credentials, and stackable certifications.

## **FUTURE OPPORTUNITIES AND STRATEGIC DIRECTION**

CPE is exploring opportunities for KCTCS course sharing using BCTC film coursework as a foundation to expand statewide access and reduce duplication. The agency also aims to develop clear transfer pathways from KCTCS institutions to public and private four-year film programs. Additionally, CPE will assist the newly hired Executive Director of the Kentucky Film Office in navigating Kentucky's postsecondary landscape to ensure alignment between education, workforce preparation, and industry growth.



# Film & Television Industry in Kentucky + Postsecondary Education = Success

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Leslie Sizemore, PhD  
Workforce and Economic Development  
Kentucky Council on Postsecondary Education

# Film, Television, & CPE: Workforce Alignment and Postsecondary Opportunity

- Overview of CPE's engagement in Kentucky's film and television sector
- Alignment of postsecondary education with workforce needs
- Identification of key gaps and future opportunities.

# CPE's Engagement in the Film Ecosystem

- Participation in Kentucky Film Commission meetings
- Engagement with Kentucky Film Education Committee and philanthropic partners
- CPE serving as a connector between Postsecondary education, workforce development, and industry

# Career Awareness and Postsecondary Assets

- Film and television careers landing page on Futuriti
- Career information shared with Career Development Officers Statewide
- Strong postsecondary film programs across public and private institutions including:
  - UK, WKU, NKU, BCTC, and Asbury

# Workforce Alignment and Asset Mapping

- Focus on strengthening training, credentialing, and certification pathways
- Aligning programs with real-world production needs
- Development of a statewide asset map of majors, minors, and related programs supporting film careers

# Industry-Identified Workforce Gaps

- Post-production (editing, sound, visual effects)
- Production design and construction
- Production management roles
- Gaffers and electricians

*These gaps represent opportunities for targeted curriculum and stackable credentials.*



# Future Opportunities and Strategic Direction

- Explore KCTCS course sharing using BCTC film coursework
- Strengthen transfer pathways to four-year institutions
- Support alignment with Kentucky Film Office leadership
- Position film and television as a strategic workforce and economic development opportunity

# Questions?

|                |   |
|----------------|---|
| TOPIC/TITLE:   | Kentucky Student Success Collaborative (KYSSC) Update                           |
| STAFF CONTACT: | Lilly Massa-McKinley, Ed.D.<br>Assistant Vice President, KYSSC                  |
| TYPE/REQUEST:  | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information |

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### **SUMMARY OF TOPIC AND/OR ACTION REQUESTED**

Staff will share updates on the implementation and strategic vision for the Kentucky Student Success Collaborative (KYSSC) to support campuses in their efforts to improve student outcomes.

### **SUPPORTING INFORMATION**

The [KYSSC](#) focuses on three core objectives: 1) cultivate a culture of collaboration, 2) build capacity for leading change, and 3) measure gains in student success.

Since CPE launched the KYSSC in 2021, it has developed a framework, infrastructure, and model for continuous improvement at scale. Dr. Massa-McKinley will share early results, active efforts, and what's next for the KYSSC.



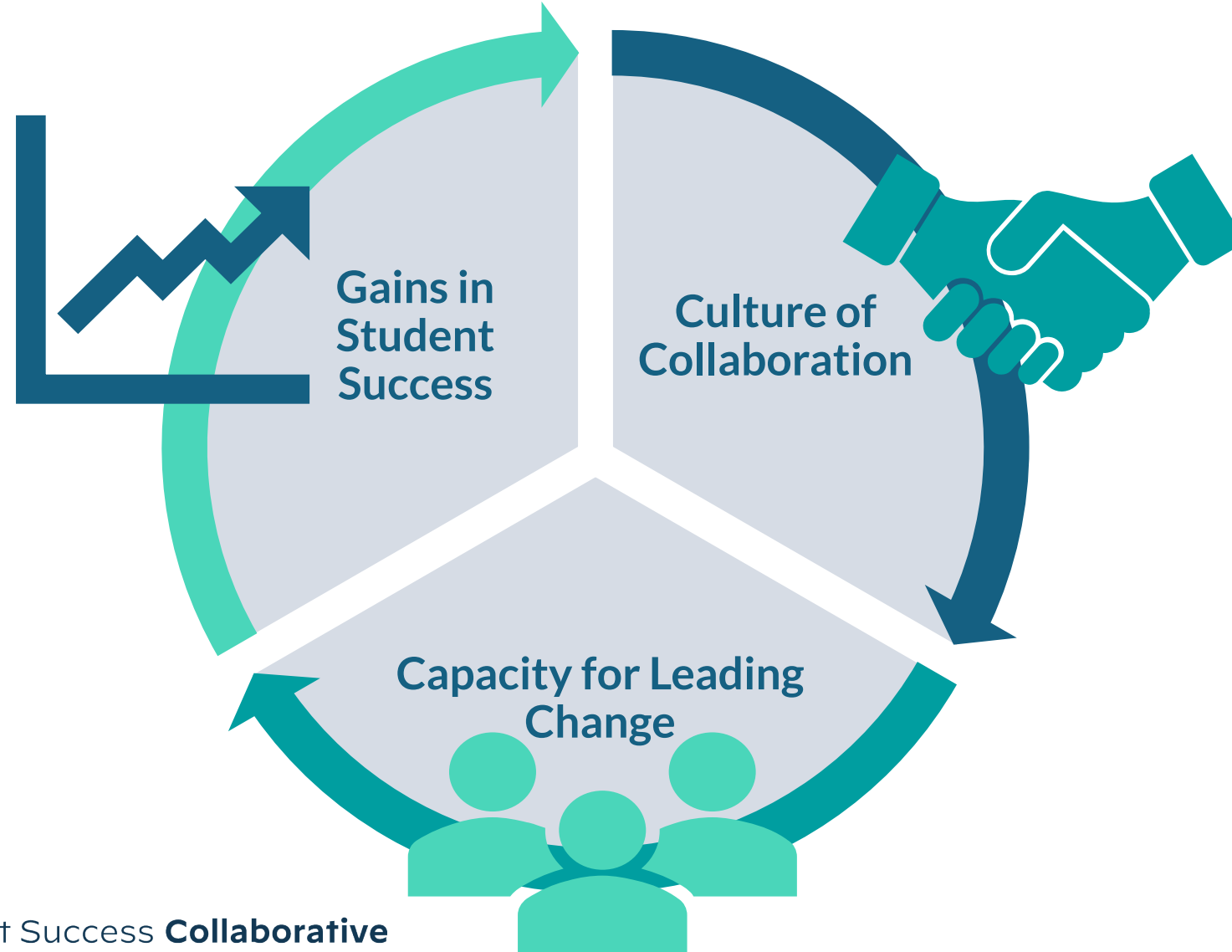
# **The Kentucky Student Success Collaborative**

**ASI Meeting**

January 26, 2026



# CPE Vision for KYSSC



# KYSSC Efforts & Results

Since 2021 Launch

- Co-created 6 statewide strategies on student success priorities
- Offered over 260 convenings/programs engaging over 6,200 campus partners
- Facilitated 24 collaborative initiatives engaging public and private institutions 146 times
- Engaged 115 campus leaders through advisory groups and senior fellow part-time positions
- Generated over \$12.1 million in financial support for Kentucky's students
  - Grants to KYSSC from state and national foundations
  - Partnerships with the Cabinet for Health and Family Services and the Education and Labor Cabinet
  - Grant funded technical assistance for campuses



# Culture of Collaboration



“ We can accomplish more  
together than any of us  
can achieve on our own. ”

*CivicLab*

# Kentucky's Student Success Framework

*Admissions Redesign*

*Transfer Pathways*

*Gateway Course Success*

*Student Basic Needs*

*Mental Health*

*Adult Attainment*



# Infrastructure for Campus Engagement & Strategy Implementation



# Strategy Implementation

- Led 24 strategic initiatives engaging all public institutions and several private institutions in Kentucky 146 times.
- Selected Active Projects:
  - Basic Needs Communications Project with Hope Center
    - 9 campuses engaged
  - Childcare Solutions Network with Trellis Foundation
    - 5 campuses engaged
  - Transfer Improvement Community with NASH
    - 2 campuses engaged
  - Faculty Mindset Academy with Motivate Lab
    - 120 faculty from 20 campuses engaged



# Capacity for Leading Change

# Capacity for Leading Change

- Leadership exChange 101 builds the capacity of campus partners to:
  - Lead collaborative change initiatives
  - Center the student experience
  - Drive continuous improvement within their institutions
  - Demonstrate their skills through a Capstone Project leading tests of change and measuring gains in student outcomes.
- Goal to train 120 campus leaders by June 2028
  - Year 1 → 26 completers
  - Year 2 → 33 participants

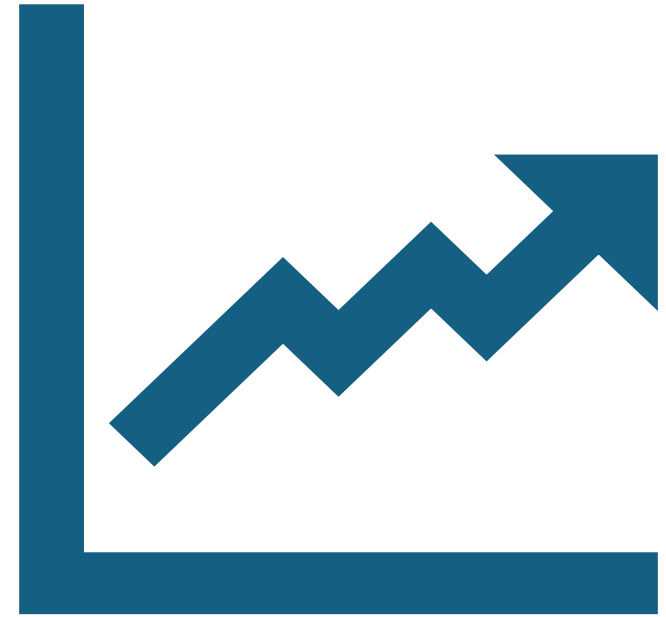
# Capacity for Leading Change

- Leadership exChange Vision
  - LX 101 Graduates will continue to lead change on their respective campuses.
  - Launch Leadership exChange 201 (for graduates of LX 101)
    - LX201 participants serve as project facilitators, receiving customized training for specific projects and coaching from national experts.
    - Participants provide direct facilitation support for campuses participating in strategy implementation projects.
  - LX 201 will launch in 2026 with the goal to train 10 campus leaders and deploy them to scale strategy implementation projects this year.



# Leadership exChange Consulting Network

- 2026 pilot projects
  - Transfer Partnership Improvement Communities (4 additional campuses)
  - Credit for Prior Learning Continuous Improvement (8 active campuses)
  - Emergency Aid Process Mapping (2 additional campuses)
  - Adult Learner Journey & Process Mapping (5 active campuses)
  - Prison Education Program Journey & Process Mapping (TBD)



# Gains in Student Success

# Gains in Student Success

- Strategy Data Dashboards
  - Transfer – LIVE
  - Gateway Course Success – launch by 3/23
  - Adult Attainment – launch by 3/23
  - Student Basic Needs – launch by 6/30
- Student Voice Research
  - KYSSC partners with campus faculty to lead qualitative student voice research on strategy areas to inform best practices, innovation, and interventions.
- Research Briefs
  - KYSSC partners with CPE data team and campus faculty and graduate students to produce briefs highlighting findings from the Strategy Dashboards.
- Initiative Key Performance Indicators Dashboard
  - KYSSC tracks KPIs for all active initiatives

# Gains in Student Success

[Link to Transfer Dashboard](#)

Your Feedback Matters! Click to share 

[Introduction](#)
[Transfer Journey](#)
[Associate to Bachelor's Degree](#)
[Transfer Trends](#)
[Glossary](#)

Home Institution

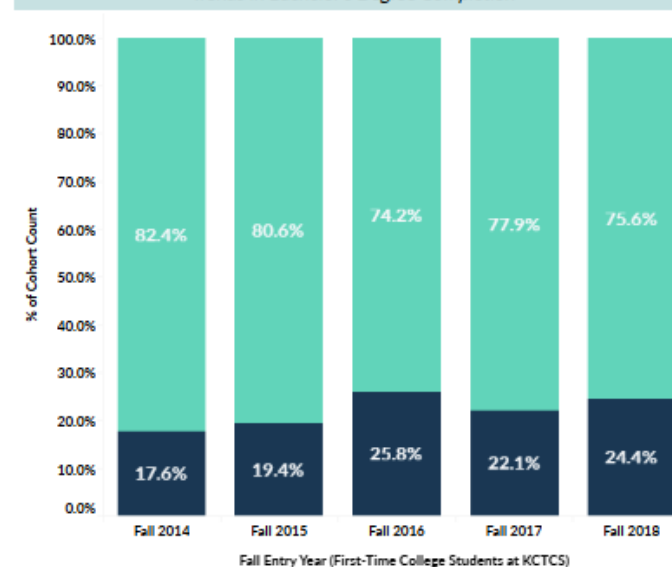
Transferred To

Academic Year 
 Enrollment Intensity 
 First Generation 
 Gender 
 Low Income 
 Military Status 
 Modality 
 URM

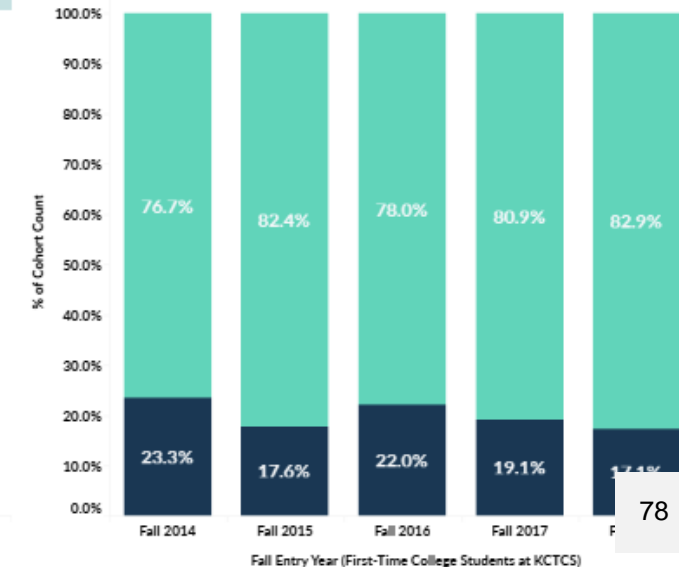
This page displays the trends of KCTCS associate degree graduates who transferred to 4-year institutions in Kentucky split by the Enrollment type, Area of study and whether they received a bachelor's degree award within 6 years of their initial entry into a KCTCS institution. The Area of Study (as outlined in the glossary) is a broad grouping of the program the student graduated with from a KCTCS institution at the time of transfer. You can select from the filter above to dynamically explore the graduation trends.

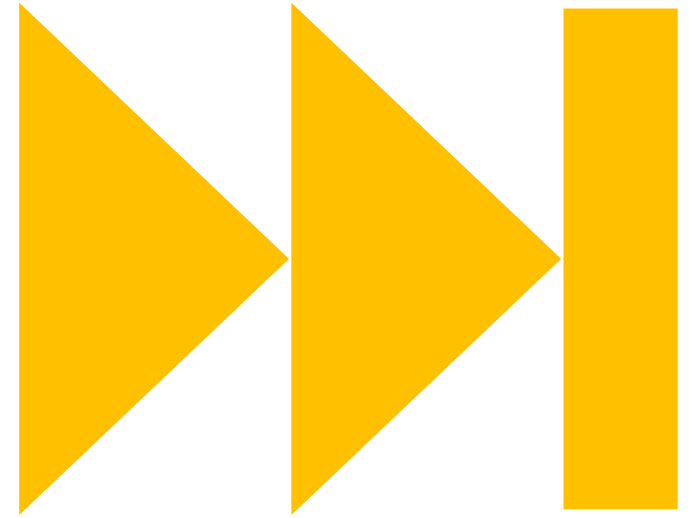
*Note: This page does not account for students who transfer from a KCTCS institution before they earn an associate's degree.*

**KCTCS Associate of Science (AS) and Associate of Arts (AA) Graduates**  
Trends in Bachelor's Degree Completion



**KCTCS Associate of Applied Science (AAS) Graduates**  
Trends in Bachelor's Degree Completion





# What's Next & What Else

# 2026 Student Success Summit

- March 23-24 at University of Louisville
- Theme: Future Focused: Student Centered
- Keynote: Jacob Frarie, President of ECMC Foundation
- Keynote: Ariana Rodriguez, Miss Kentucky 2025, Sophomore at the University of Kentucky studying Social Work
- Registration 200 (capacity 450)



# Q&A

Thank you!

Lilly Massa-McKinley, Ed.D.  
lilly.massamckinley@ky.gov